



★ This Air Force Manpower Standard (AFMS) quantifies the manpower required to accomplish the tasks described in the process oriented description for varying levels of workload. This function provides worship, liturgies, rites, and religious observances; pastoral counseling and spiritual nurture; religious instruction; group pastoral care and spiritual renewal; advice on religious, ethical, and quality-of-life concerns; lay training, involvement, and recognition; humanitarian programs; financial program support; and community religious observances. It performs pastoral visitation, plans for a wartime or contingency ministry, and maintains ecclesiastical and clergy relations. The Air Force Chaplain Service provides opportunities for the free exercise of religion in the Air Force community through worship, rites, religious education, visitation, pastoral counseling, and a responsiveness to individual religious needs. This AFMS applies to peacetime operations only. It applies to bases supporting operational flying wings configured in the objective wing organizational structure. It also applies to base Chaplain functions within nonoperational commands. This AFMS does not apply to Arlington National Cemetery due to its unique mission and grade requirements, the Air National Guard, or the Air Force Reserve. It does not apply to bases that have undergone Office of Management and Budget (OMB) Circular A-76 cost comparison studies. Manpower requirements for bases supporting military populations greater than 1,125 should be determined by applying the man-hour equation (see paragraph 2.3). Current manpower should be maintained at bases supporting military populations less than 1,125. AFI 52-101, *The Chaplain Service*, is the primary governing regulation for the establishment and operation of the Chaplain function. This AFMS was developed in accordance with policy and procedures contained in AFMAN 38-208, *Air Force Management Engineering Program (MEP)*. Send comments and suggested improvements on AF Form 847, **Recommendation for Change of Publication**, through channels, to AFMEA/AEDB, 550 E Street East, Randolph AFB, Texas 78150-4451.

★ SUMMARY OF CHANGES

This AFMS supersedes AFMS 105A, 1 November 1994. It has been revised to ensure currency and validity. Outdated and renamed regulations have been updated to reflect the new instructions and manuals. The phrases "Study Team" and "Work Center Description" have been changed to "Points of Contact" and "Process Oriented Description," respectively, and the reference to "Lead Technician" deleted. Renumbering attachments and the entire AFMS was necessary to meet the requirements of the Secretary of the Air Force. If you reference the AFMS dated 1 November 1994 and compare it to the revised standard, you will notice the consolidation of paragraphs 1-4 into an introductory paragraph. Minor administrative changes in the overall layout of the AFMS are included. Variance A3.4 is now applicable to RAF Mildenhall. RAF Mildenhall will also include the authorized population serviced at Stavanger in reapplication. Changes are identified with a ★.

1. Core Composition. This AFMS quantifies the fixed core manpower necessary for a Chaplain function to Support the model wing, defined as a fighter wing comprised of 72 primary aircraft authorized (PAA), an airlift wing comprised of 48 PAA, or a flying training wing comprised of approximately 160 PAA, or a

strategic wing comprised of 38 PAA (19 bombers and 19 tankers), and a population of 3,000 personnel (2,750 are military). It also quantifies the core manpower for nonoperational command bases.

1.1. Core Manpower Required. 8.

1.2. **Core Range.** 4 - 31.

1.3. **Programming Factor.** Authorized Military Population Supported.

2. **Standard Data:**

2.1. **Approval Date.** July 1992.

2.2. **Man-hour Data Source.** Workshop Measurement.

2.3. **Man-hour Equation.** $Y = 1243 + 0.1962 \times (X - 2750)$.

2.4. **Workload Factor:**

2.4.1. **Title.** Authorized Military Population Supported.

2.4.2. **Definition.** The total funded authorized military population supported. Only the population above or below the core wing military population of 2,750 will be used in computing the core plus or core minus manpower. To be counted for core plus or minus computations, population must meet the following criteria: be in manpower file part A of the command manpower data system, not be a contract man-year equivalent (CME) position, and be a host or tenant unit receiving the full range of Chaplain support from the host Chaplain function. Units with populations not meeting this criteria may be submitted as potential variances (follow instructions in paragraph 3.5).

2.4.2. **Source.** Base manpower data system (BMDS) manpower file part A for host and Air Force tenants receiving the full range of support (this usually includes only those units located within commuting distance of the base), using fourth quarter data for the fiscal year in which the application takes place.

2.5. **Points of Contact:**

2.5.1. **Functional Representative.** Ch, Col, Bill G. Thomason, HQ USAF/HC, DSN: 297-1477.

2.5.2. **AFMEA Representative.** 1Lt Gregory Caldwell, AFMEA/AEDB, DSN: 487-5910.

3. **Application Instructions.** Use the following procedures to determine the manpower a base needs to support an objective wing of any population:

3.1. **Step 1.** Obtain workload data as described in paragraph 2.4.

3.2. **Step 2.** Allocate 1243 man-hours to support the model wing (2,750 military personnel supported).

3.3. **Step 3.** If the authorized military population supported is greater than 2,750, compute the following Formula: (military population supported - 2,750) x

0.1962. The results of this formula will be a positive number.

3.4. **Step 4.** If the authorized military population supported is less than 2,750, compute the following formula: (military population supported - 2,750) x 0.1962. The results of this formula will be a negative number.

3.5. **Step 5.** Determine the man-hour requirement for each approved variance that applies to the base undergoing application. Obtain fixed man-hours for approved variances from Attachment 3, Approved Variances. Only variance man-hours shown in the attachment may be used to complete this application. MAJCOMs may submit positive and negative variances as mission requirements change. Proposed variances that exceed 16 man-hours per month each should be submitted to AFMEA on AF Form 1068, **Work Center Analysis Record**. AFMEA will recommend approval or disapproval on proposed variances to HQ USAF/HC. HQ USAF/HC will provide the submitting MAJCOM a decision on each proposed variance.

3.6. **Step 6.** If any of the work described in the process oriented description is performed by contracted personnel paid with appropriated funds (such as auxiliary chaplains and religious education coordinators), the equivalent man-hours should be subtracted from the man-hours earned. Two methods are acceptable:

3.6.1 The preferred method is to review the DD Form(s) 1155, **Order for Supplies or Services/Request for Quotations**, or AF Form(s) 9, **Request for Purchase**, maintained in the base chapel office for contracted hours. Some contracts do not state hours to be worked (only a monetary amount stated), or may only set a maximum, such as "up to 35 hours per week." In such cases, make the best estimate of man-hours worked in cooperation with chapel staff personnel.

3.6.2 An alternate method is to follow procedures in AFI 38-201, *Determining Manpower Requirements*.

3.7. **Step 7.** Sum the results of Steps 1 through 5. Subtract the man-hours determined in Step 6. Divide by the appropriate man-hour availability factor and round using current procedures. Refer to the standard manpower table at Attachment 2 to determine required skills and grades. For Bolling AFB, the highest grade officer position earned will be AFSC 52R3, grade colonel.

4. **Statement of Conditions.** This standard includes

support for dependents and retirees entitled to use base facilities. The requirements provided by this AFMS

include allowances for both direct (85%) and indirect (15%) man-hours.

BENJAMIN N. CHAPMAN, Lt Col, USAF
Chief, Plans & Productivity Division

Attachments

1. Process Oriented Description
2. Standard Manpower Table
3. Approved Variances
4. Process Analysis Summary
5. Variance Applicability Matrix

PROCESS ORIENTED DESCRIPTION

CHAPLAIN

A1.1. PROVIDES WORSHIP, LITURGIES, RITES, AND RELIGIOUS OBSERVANCES. Determines service concept, schedules facility, plans service, coordinates service, accomplishes protocol responsibility, determines support requirement, accomplishes support requirement, procures resources, publicizes service, accomplishes professional preparation, prepares facility, conducts service or rite, reconfigures and restores facility, and prepares documentation. Examples of Holy Day service: Ash Wednesday, Holy Thursday, Good Friday, Yom Kippur, Christmas Day, etc. Examples of weekday service: daily Mass and Lenten service. Examples of Rites: weddings, individual communions, baptisms, confirmations, child dedications, Bar- or Bat-Mitzvah, and sacrament of the sick. Examples of worship services: Memorial services, Sunday and Sabbath services, and funerals.

A1.2. PROVIDES PASTORAL COUNSELING AND SPIRITUAL NURTURE. Receives request, schedules appointment, chooses appropriate response, conducts counseling or activity, determines support requirement, procures and coordinates resources, determines follow-up action, consults with other agencies, administers diagnostic instrument, conducts and tapes interview, transcribes testimony of marriage redress, forwards documentation to appropriate faith group, completes documentation, and performs professional follow-up. Examples: pastoral counseling (religious, marriage, ethical, work-related), Chaplain duty officer intervention, substance abuse counseling, crisis intervention, and judicial marriage redress.

A1.3. PERFORMS PASTORAL VISITATION. Develops visitation plan, develops visitation schedule, determines support requirement, accomplishes support requirement, procures and coordinates resource, performs ministry, and completes documentation and reports. Examples: work centers, clinics, correctional facilities, homes, dining facilities, alert areas, and recreational areas.

A1.4. PLANS FOR WARTIME AND CONTINGENCY MINISTRIES. Determines concept, prepares and coordinates Chaplain annexes to base operational plans, reviews or builds base-level assessments, determines support requirement, accomplishes support requirement, procures resources, accomplishes professional preparation, participates in contingency, and prepares after-action report. Examples: makes inputs to base exercises, attends planning meeting, coordinates operational plans (OPLANs), attends outbriefing and evaluation meetings, and receives continuing medical readiness training.

A1.5. PROVIDES RELIGIOUS INSTRUCTION. Evaluates need, determines concept, develops plan, evaluates resource and personnel, determines support requirement, accomplishes support requirement, schedules facility, procures resource, prepares facility, performs and monitors instruction, monitors facility, reconfigures or restores facility, and performs documentation. Examples: Protestant Sunday School, Catholic religious education, Rite of Christian initiation for adults, Vacation Bible School, adult education, Bible studies, Church instruction classes, and Sacramental preparation classes.

A1.6. PROVIDES GROUP PASTORAL CARE AND SPIRITUAL RENEWAL. Evaluates need, determines concept, develops action plan, determines support requirement, schedules facility, publicizes event or activity, procures and coordinates resource, accomplishes support requirement, plans event or activity, reconfigures or restores facility, performs follow-up, and accomplishes documentation. Examples: retreats, spiritual growth seminar, Cursillo weekend, marriage enrichment retreat, premarriage seminar, parent effectiveness training, Protestant youth of the chapel, Protestant women of the chapel, Catholic women of the chapel, and Catholic youth organization.

A1.7. PROVIDES ADVICE ON RELIGIOUS, ETHICAL, AND QUALITY OF LIFE CONCERNS. Gathers data, analyzes data, accomplishes professional preparation, determines support requirement, provides information, and performs follow-up. Examples: consults with commander and/or first sergeant, consults with staff agencies, presents mission, mobility, newcomers, and quality ministry briefings.

A1.8. PROVIDES LAY TRAINING, INVOLVEMENT, AND RECOGNITION. Evaluates need, develops concept and plan, recruits volunteers, evaluates and procures resources, publicizes, schedules, and prepares facility,

implements plan, completes after-action report, and reconfigures facility. Examples: teacher training; lector, usher, and lay Eucharistic minister training; trains chapel group leaders and parish council members; sponsors parish appreciation dinners, chapel leadership conferences, installation services, and writes appreciation letters.

A1.9. PROVIDES HUMANITARIAN PROGRAM. Evaluates need, develops action plan, coordinates with appropriate agency, reviews action plan, determines support requirement, procures resource, accomplishes support requirement, organizes work force, schedules facility, publicizes program, prepares facility, accomplishes and monitors program, reconfigures or restores facility, performs documentation, and performs follow-up. Examples: designated offerings, orphanages, base humanitarian programs, food pantry, homeless assistance, environmental projects, and disaster relief programs.

A1.10. PROVIDES FINANCIAL PROGRAM SUPPORT. Establishes requirements for funds; develops, prepares, coordinates, and submits budget-justifying costs; arranges fund council; attends meeting and/or working group to defend request; records action; obtains resources to receive offering or contribution; receives allocation, offering, and contribution; accounts for and safeguards resources; arranges procurement; accomplishes disbursement and monitors expenditures; monitors budget targets and monthly allocation; maintains record; prepares report; performs inventory; inspects accounting record; accomplishes inspection report; accomplishes follow-up inspection action; monitors and administers contract; and provides information on status and use of funds. Examples: appropriated funds; Chaplain funds; and morale, welfare and recreation (MWR) funds.

A1.11. PROVIDES COMMUNITY RELIGIOUS OBSERVANCES. Evaluates request and determines service concept, determines and accomplishes support requirement, coordinates service with requester or participants, plans and develops service, accomplishes protocol responsibility, procures resources, accomplishes professional preparation, publicizes service, prepares facility, conducts service, and reconfigures or restores facility. Examples: Invocation; Benediction; Memorial Day service; Thanksgiving service; Martin Luther King, Jr., service; dedication service; prisoner of war (POW) and missing in action (MIA) service; and prayer breakfast.

A1.12. MAINTAINS ECCLESIASTICAL AND CLERGY RELATIONS. Determines concept, plans visit or event, determines and accomplishes support requirement, accomplishes professional preparation, accomplishes protocol responsibility, conducts visit or event, participates in ministerial alliance, consults with local clergy, enhances base relations through clergy gathering, and dispatches after-action report. Examples: visits to and from endorsing official and ecclesiastical superior, clergy days, and ministerial associations.

INDIRECT. Indirect work involves those tasks that are not readily identifiable with the work center's specific product or service. The major categories of standard indirect work are Supervision, Administration, Meetings, Training, Supply, Equipment Maintenance, and Cleanup. See AFMS 00AA for the Standard Indirect Description.

STANDARD MANPOWER TABLE											
WORK CENTER/FAC			APPLICABILITY MAN-HOUR RANGE								
CHAPLAIN/105A			N/A								
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
Staff Chaplain	52R4	COL					1	1	1	1	1
Staff Chaplain	52R4	LTC									
Staff Chaplain	52R4	MAJ	1	1	1	1	1	1	1	1	1
Chaplain	52R3	MAJ									1
Chaplain	52R3	CPT	1	2	2	2	2	2	3	3	3
Chapel Mgt Supt	5R091	SMS									
Chapel Mgt Tech	5R071	MSG								1	1
Chapel Mgt Tech	5R071	TSG				1	1	1	1		
Chapel Mgt Spec	5R051	SSG	1	1	1	1	1	1	1	1	1
Chapel Mgt Spec	5R051	SRA	1	1	1	1	1	1	1	2	2
Apr Chapel Mgt Spec	5R031	A1C			1	1	1	1	1	1	1
Information Mgt Spec	3A051	SSG						1	1	1	1
TOTAL			4	5	6	7	8	9	10	11	12
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
Staff Chaplain	52R4	COL						1	1	1	1
Staff Chaplain	52R4	LTC	1	1	1	1	1	1	2	2	2
Staff Chaplain	52R4	MAJ	1	1	1	1	2	1	1	1	1
Chaplain	52R3	MAJ	1	1	1	1	1	1	1	1	2
Chaplain	52R3	CPT	3	4	5	5	5	5	5	5	5
Chapel Mgt Supt	5R091	SMS						1	1	1	1
Chapel Mgt Tech	5R071	MSG	1	1	1	1	1	1	1	1	1
Chapel Mgt Tech	5R071	TSG	1	1	1	1	1	1	1	1	1
Chapel Mgt Spec	5R051	SSG	1	1	1	1	1	1	1	2	2
Chapel Mgt Spec	5R051	SRA	2	2	2	2	2	2	2	2	2
Apr Chapel Mgt Spec	5R031	A1C	1	1	1	2	2	2	2	2	2
Information Mgt Spec	3A051	SSG	1	1	1	1	1	1	1	1	1
NOTE: At any requirement level: AFSC 3A051 may be substituted for AFSC 5R051.											
TOTAL			13	14	15	16	17	18	19	20	21

AF Form 1113, JUN 91 (COMPUTER GENERATED). PREVIOUS EDITION IS OBSOLETE.

STANDARD MANPOWER TABLE											
WORK CENTER/FAC			APPLICABILITY MAN-HOUR RANGE								
CHAPLAIN/105A			N/A								
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
Staff Chaplain	52R4	COL	1	1	1	1	1	1	1	1	1
Staff Chaplain	52R4	LTC	2	2	2	2	2	2	2	2	2
Staff Chaplain	52R4	MAJ	1	1	1	1	2	2	2	2	2
Chaplain	52R3	MAJ	2	2	2	2	2	2	2	2	2
Chaplain	52R3	CPT	5	6	6	7	7	7	8	8	9
Chapel Mgt Supt	5R091	SMS	1	1	1	1	1	1	1	1	1
Chapel Mgt Tech	5R071	MSG	1	1	1	1	1	1	1	1	1
Chapel Mgt Tech	5R071	TSG	1	1	1	1	1	1	1	1	1
Chapel Mgt Spec	5R051	SSG	2	2	2	2	2	2	2	2	2
Chapel Mgt Spec	5R051	SRA	2	2	3	3	3	3	3	3	3
Apr Chapel Mgt Spec	5R031	A1C	3	3	3	3	3	4	4	5	5
Information Mgt Spec	3A051	SSG	1	1	1	1	1	1	1	1	1
TOTAL			22	23	24	25	26	27	28	29	30
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
Staff Chaplain	52R4	COL	1								
Staff Chaplain	52R4	LTC	2								
Staff Chaplain	52R4	MAJ	2								
Chaplain	52R3	MAJ	2								
Chaplain	52R3	CPT	9								
Chapel Mgt Supt	5R091	SMS	1								
Chapel Mgt Tech	5R071	MSG	1								
Chapel Mgt Tech	5R071	TSG	1								
Chapel Mgt Spec	5R051	SSG	3								
Chapel Mgt Spec	5R051	SRA	3								
Apr Chapel Mgt Spec	5R031	A1C	5								
Information Mgt Spec	3A051	SSG	1								
NOTE: At any requirement level: AFSC 3A051 may be substituted for AFSC 5R051.											
TOTAL			31								

APPROVED VARIANCES

CHAPLAIN

A3.1. Title. Positive Mission and Environment Variance for Religious Support for Geographically Separated Units.

A3.1.1. Definition. The base-level Chaplain function is tasked to provide religious support to bomb-target sites, missile-launch sites, and geographical locations away from local bases. This support is not always performed in a TDY status. No host-tenant support agreement is required since these units are part of the wing.

A3.1.2. Impact. The following are man-hours and manpower requirements:

Base	Man-hours Per Month	Manpower
Bolling AFB	+208.69	+1.30
Eglin AFB	+38.90	+0.24
Ellsworth AFB	+26.66	+0.17
Elmendorf AFB	+49.36	+0.31
F. E. Warren AFB	+36.00	+0.22
Grand Forks AFB	+16.00	+0.10
Hickam AFB	+30.95	+0.19
Holloman AFB	+98.07	+0.61
Howard AB	+98.00	+0.61
Hanscom AFB	+69.57	+0.43
Hill AFB	+44.00	+0.27
Incirlik AB	+96.00	+0.60
Kadena AB	+17.40	+0.19
Kunsan AB	+26.00	+0.16
Los Angeles AFB	+30.00	+0.19
Luke AFB	+36.03	+0.22
Malmstrom AFB	+20.00	+0.12
Minot AFB	+98.03	+0.61
Nellis AFB	+34.67	+0.22
Osan AB	+48.00	+0.30
Patrick AFB	+68.82	+0.43
RAF Alconbury	+32.00	+0.20
Rhein-Main AB	+24.00	+0.15
Sembach AB	+47.61	+0.30
Yokota AB	+36.25	+0.23

A3.1.3. Applicability. This variance applies to the bases listed above.

A3.2. Title. Positive Environment Variance for Off-Site Hospital Visitation.

A3.2.1. Definition. Active duty and/or dependents hospitalized as in-patients in off-base civilian hospitals require pastoral support. The holistic healing process provided by the Chaplain speeds the recovery process. This is the minimum requirement to support a family unit. This is very important overseas due to language and cultural differences.

A3.2.2. Impact. The following are man-hours and manpower requirements:

Base	Man-hours Per Month	Manpower
Beale AFB	+20.00	+0.12
Brooks AFB	+45.00	+0.28
Davis-Monthan AFB	+96.00	+0.60
Fairchild AFB	+34.78	+0.22
Goodfellow AFB	+75.53	+0.47
Hanscom AFB	+69.57	+0.43
Hurlburt AFB	+69.56	+0.43
Kirtland AFB	+60.00	+0.37
Langley AFB	+47.50	+0.30
Los Angeles AFB	+105.00	+0.65
Malmstrom AFB	+16.17	+0.10
Maxwell/Gunter AFB	+90.00	+0.56
McChord AFB	+112.57	+0.70
Mt Home AFB	+36.00	+0.22
Nellis AFB	+82.00	+0.51
Osan AB	+30.00	+0.19
Patrick AFB	+69.56	+0.43
RAF Alconbury	+30.00	+0.19
Ramstein AB	+60.00	+0.37
Rhein-Main AB	+64.38	+0.40
Spangdahlem AFB	+20.00	+0.12
Tinker AFB	+112.00	+0.70
Wright-Patterson AFB	+143.00	+0.89

A3.2.3. **Applicability.** This variance applies to the bases listed above.

A3.3. Title. Positive Mission Variance for Hospital or Medical Center Support.

A3.3.1. **Definition.** Provides additional man-hours for in-patient hospital ministry to active duty, dependents, and retirees. It includes pastoral care, religious programs, coordination with hospital staff, conducting training, and visiting the aeromedical staging facility.

A3.3.2. **Impact.** The following are man-hours and manpower requirements:

Base	Man-hours Per Month	Manpower
Andrews AFB	+424.39	+2.64
Eglin AFB	+245.17	+1.53
Elmendorf AFB	+160.67	+1.00
Hill AFB	+50.00	+0.31
Kadena AB	+100.00	+0.62
Keesler AFB	+417.82	+2.60
Lackland AFB	+1928.40	+12.00
Maxwell/Gunter AFB	+98.00	+0.61
Ramstein AB	+160.70	+1.00
Scott AFB	+323.46	+2.01
Sheppard AFB	+213.73	+1.33

Tinker AFB	+140.00	+0.87
Travis AFB	+379.71	+2.36
USAF Academy	+59.70	+0.37
Wright-Patterson AFB	+398.23	+2.48
Yokota AB	+137.92	+0.86

A3.3.3. **Applicability.** This variance applies to the bases listed above.

A3.4. Title. Positive Mission Variance for Mobility and Readiness Training.

A3.4.1. **Definition.** Chaplains and enlisted personnel must train to perform as pastoral ministry teams (PMTs) in a combat, disaster, or national emergency situation. Chaplain service personnel must be ready to respond. Participates in exercises, chemical gear training, small arms training, and buddy care training. References: AFI 10-403, *Deployment Planning*; AFI 52-101, *Chaplain Service Responsibilities and Procedures*; WMP Vol 1, Annex X; and AFI 32-4001, *Disaster Preparedness Planning and Operations*.

A3.4.2. **Impact.** The following are man-hours and manpower requirements:

Base	Man-hours Per Month	Manpower
Altus AFB	+27.32	+0.17
Andersen AFB	+24.00	+0.15
Andrews AFB	+38.74	+0.24
Brooks AFB	+18.00	+0.11
Davis-Monthan AFB	+35.35	+0.22
Dover AFB	+30.53	+0.19
Edwards AFB	+18.00	+0.11
Eglin AFB	+78.74	+0.49
Ellsworth AFB	+36.00	+0.22
Goodfellow AFB	+17.68	+0.11
Grand Forks AFB	+22.97	+0.14
Hanscom AFB	+18.00	+0.11
Hill AFB	+18.00	+0.11
Hurlburt AFB	+33.00	+0.21
Kadena AB	+31.79	+0.20
Keesler AFB	+89.99	+0.56
Kelly AFB	+23.97	+0.15
Lackland AFB	+65.89	+0.41
Langley AFB	+41.50	+0.26
Little Rock AFB	+30.53	+0.19
McClellan AFB	+24.11	+0.15
McGuire AFB	+27.32	+0.17
Minot AFB	+32.14	+0.20
Mt Home AFB	+27.00	+0.17
Nellis AFB	+45.00	+0.28
Offutt AFB	+30.00	+0.19
RAF Alconbury	+24.00	+0.15
RAF Lakenheath	+24.00	+0.15
★RAF Mildenhall	+50.00	+0.31
Ramstein AB	+23.74	+0.15

Randolph AFB	+22.50	+0.14
Scott AFB	+42.00	+0.26
Seymour Johnson AFB	+32.17	+0.20
Shaw AFB	+35.35	+0.22
Sheppard AFB	+43.39	+0.27
Spangdahlem AB	+17.25	+0.11
Tinker AFB	+33.75	+0.21
Tyndall AFB	+27.00	+0.17

A3.4.3. **Applicability.** This variance applies to the bases listed above.

A3.5. Title. Positive Mission Variance for U. S. Government National Cemetery Support.

A3.5.1. **Definition.** Directed by the Department of Defense to provide funeral services to veterans, most of whom are retirees. The Chaplain represents the Church, the commander, and the President of the United States. Critical ministry for the family. The Chaplain must work with the family for prearrangements and follow-up after the burial.

A3.5.2. **Impact.** The following are man-hours and manpower requirements:

Base	Man-hours Per Month	Manpower
Andrews AFB	+28.00	+0.17
Bolling AFB	+803.50	+5.00
Eglin AFB	+22.50	+0.14
Ellsworth AFB	+20.00	+0.12
Elmendorf AFB	+23.10	+0.14
Hickam AFB	+23.10	+0.14
Kelly AFB	+16.00	+0.10
Kirtland AFB	+19.50	+0.12
Los Angeles AFB	+40.00	+0.25
March AFB	+77.00	+0.48
McChord AFB	+17.50	+0.11
Nellis AFB	+72.00	+0.45
Patrick AFB	+16.05	+0.10
Peterson AFB	+114.13	+0.71
Randolph AFB	+25.71	+0.16
Shaw AFB	+24.00	+0.15
Tinker AFB	+52.00	+0.32

A3.5.3. **Applicability.** This variance applies to the bases listed above.

A3.6. Title. Positive Mission Variance for Multi-Chapel Facilities.

A3.6.1. **Definition.** One facility can not accommodate the Chaplain staff and attendance at services. Active programs in each facility require coverage.

A3.6.2. **Impact.** The following are man-hours and manpower requirements:

Base	Man-hours Per Month	Manpower
Kadena AB	+160.70	+1.00
Keesler AFB	+321.34	+2.00
Lackland AFB	+321.34	+2.00
Langley AFB	+160.70	+1.00
Maxwell/Gunter AFB	+160.70	+1.00
Offutt AFB	+160.70	+1.00
Ramstein AB	+160.70	+1.00
Sheppard AFB	+80.35	+0.50
Travis AFB	+160.70	+1.00

A3.6.3. **Applicability.** This variance applies to the bases listed above.

A3.7. Title. Positive Mission and Environment Variance for Overseas Marriage Seminar.

A3.7.1. **Definition.** The multicultural divorce rate is extremely high due to cultural and communication differences. Pre-marriage preparation will enhance marriage success. An extended program has proven to be most successful.

A3.7.2. **Impact.** The following are man-hours and manpower requirements:

Base	Man-hours Per Month	Manpower
Howard AB	+31.00	+0.19
Kunsan AB	+29.00	+0.18
Osan AB	+48.00	+0.30
Spangdahlem AB	+16.00	+0.10

A3.7.3. **Applicability.** This variance applies to the bases listed above.

A3.8. Title. Positive Mission Variance for Interservice Support Agreement (ISSA).

A3.8.1. **Definition.** Additional population supported through interservice support agreements are not included in the workload factor count used to apply this AFMS.

A3.8.2. **Impact.** The following are man-hours and manpower requirements:

Base	Man-hours Per Month	Manpower
Andersen AFB	+99.87	+0.62
Bitburg AB	+160.67	+1.00
Bolling AFB	+157.16	+0.98
Charleston AFB	+160.70	+1.00
Goodfellow AFB	+91.60	+0.57
Howard AB	+321.34	+2.00
Hickam AFB	+160.69	+1.00
Kadena AB	+115.76	+0.72

Keesler AFB	+160.67	+1.00
Lackland AFB	+69.10	+0.43
Maxwell/Gunter AFB	+181.68	+1.13
Misawa AB	+321.34	+2.00
RAF Alconbury	+16.00	+0.10
Ramstein AB	+321.14	+2.00
Rhein-Main AB	+642.68	+4.00
Travis AFB	+24.02	+0.15
Wright-Patterson AFB	+803.35	+5.00
Yokota AB	+34.92	+0.22

A3.8.3. **Applicability.** This variance applies to the bases listed above.

A3.9. Title. Positive Mission Variance for TDY-to-School and Pipeline Students.

A3.9.1. **Definition.** This additional population supported is not included in the workload factor count used to apply this AFMS.

A3.9.2. **Impact.** The following are man-hours and manpower requirements:

Base	Man-hours Per Month	Manpower
Brooks AFB	+46.60	+0.29
Goodfellow AFB	+160.67	+1.00
Keesler AFB	+554.42	+3.45
Lackland AFB	+1920.37	+11.95
Maxwell/Gunter AFB	+178.54	+1.11
Patrick AFB	+16.08	+0.10
Sheppard AFB	+1306.49	+8.13
Vandenberg AFB	+42.78	+0.27

A3.9.3. **Applicability.** This variance applies to the bases listed above.

A3.10. Title. Positive Mission Variance for Ministry to U. S. Air Force Academy Preparatory School.

A3.10.1. **Definition.** Logistical support is required for two full-time musicians. Arranges choir road trips for four choirs and a chorale. Obtains approval, transportation, publicity, lodging, locations, risers and public address systems, etc. Maintains music library and equipment.

A3.10.2. **Impact.** The following are man-hours and manpower requirements:

Base	Man-hours Per Month	Manpower
USAF Academy	+80.03	+0.50

A3.10.3. **Applicability.** This variance applies to the base listed above.

A3.11. Title. Positive Mission Variance for Basic Cadet Training and Survival Training.

A3.11.1. **Definition.** The Chaplain service provides mission support to cadets during summer training encampment. Worship services, counseling, values education, and ministry of presence are included. Includes year-long planning and programming process.

A3.11.2. **Impact.** The following are man-hours and manpower requirements:

Base	Man-hours Per Month	Manpower
USAF Academy	+3625.30	+22.56

A3.11.3. **Applicability.** This variance applies to the base listed above.

A3.12. Title. Positive Mission Variance for Adult Value Education (AVE).

A3.12.1. **Definition.** AVE training is required for all officers and enlisted personnel at initial skills training (basic military training, technical school (within 3 days of arrival), and undergraduate pilot training and undergraduate navigator training (prior to graduation)).

A3.12.2. **Impact.** The following are man-hours and manpower requirements:

Base	Man-hours Per Month	Manpower
Columbus AFB	+16.07	+0.10
Goodfellow AFB	+62.67	+0.39
Keesler AFB	+179.98	+1.12
Lackland AFB	+464.42	+2.89
Sheppard AFB	+141.41	+0.88

A3.12.3. **Applicability.** This variance applies to the bases listed above.

A3.13. Title. Positive Mission Variance for Jewish Site Ministry.

A3.13.1. **Definition.** Jewish Chaplains in Europe are assigned theater responsibility for providing a Jewish religious program. They provide personal visits and counsel, conduct worship, train laity, provide resources for all bases within their area of responsibility, and provide reports (oral and written) to commanders and the Command Chaplain. Required by AFR 265-1, USAFE SUP 1.

A3.13.2. **Impact.** The following are man-hours and manpower requirements:

Base	Man-hours Per Month	Manpower
Ramstein AB	+160.70	+1.00

A3.13.3. **Applicability.** This variance applies to the base listed above.

A3.14. Title. Positive Mission Variance for Orthodox Religious Support.

A3.14.1. **Definition.** Orthodox Chaplains in Europe are assigned theater responsibility for providing an Orthodox religious program. They provide personal visits and counsel, conduct worship, train laity, and provide resources for

all bases within their area of responsibility. They also provide reports (oral and written) to commanders and the Command Chaplain. Required by AFR 265-1, USAFE SUP 1.

A3.14.2. **Impact.** The following are man-hours and manpower requirements:

Base	Man-hours Per Month	Manpower
Ramstein AB	+160.70	+1.00

A3.14.3. **Applicability.** This variance applies to the base listed above.

A3.15. Title. Positive Mission Variance for Support of the Major Command (AFDW).

A3.15.1. **Definition.** Bolling AFB is required to support the collocated Major Command (AFDW).

A3.15.2. **Impact.** The following are man-hours and manpower requirements:

Base	Man-hours Per Month	Manpower
Bolling AFB	+41.82	+0.26

A3.15.3. **Applicability.** This variance applies to the base listed above.

A3.16. Title. Positive Mission Variance for Intra-base Travel

A3.16.1. **Definition.** Vandenberg AFB supports 25 work centers located more than five miles from the main base area.

A3.16.2. **Impact.** The following are man-hours and manpower requirements:

Base	Man-hours Per Month	Manpower
Vandenberg AFB	+26.88	+0.17

A3.16.3. **Applicability.** This variance applies to the base listed above.

PROCESS ANALYSIS SUMMARY

PRIORITY	PROCESS TITLE AND PROJECTED WORKLOAD	CORE MAN-HOURS	FRACTIONAL MANPOWER
1	Provides Worship, Liturgies, Rites, and Religious Observances. a. Sabbath or Sunday Worship (1) 3 Catholic Services on 52 weekends/year (2) 3 Protestant Services on 52 weekends/year b. Holy Day Worship (1) 18 Catholic Services/year (2) 5 Protestant Services/year (3) 1 Jewish Service/year c. Rites or Sacraments (1) 48 Weddings/year (2) 36 Baptisms/year (3) 2 Confirmations/year (4) 1 Bar- or Bat-Mitzvah/year (5) 2 Communion/year (6) 1 Child Dedication/year (7) Penance (60 man-hours/year) (8) 1 Sacrament of the Sick/year d. 12 Funerals/year e. 3 Memorial Services/year f. Weekday Services (30 man-hours/month)	475.2	2.96
2	Provides Pastoral Counseling and Spiritual Nurture. a. Crisis Intervention (1) Duty Chaplain 8 events/month (2) Death Notification 1 event/month (3) Walk-ins 8 events/month b. Pastoral Counseling 2.7 man-hours/day x 4 days/week x 4 Chaplains c. Marriage Redress (10 man-hours/month)	232.9	1.45
3	Performs Pastoral Visitation. 26.1 man-hours/month x 4 Chaplains	104.4	0.65
4	Plans for Wartime and Contingency Ministries.	3	0.02
5	Provides Religious Instruction. Includes: CCD, Sunday School, RCIA, Bible School, Sacramental classes, Theology classes, and Adult Religious education.	120	0.75

6	Provides Group Pastoral Care and Spiritual Renewal. a. Spiritual Growth - no more than 36 man-hours/month b. Organize, facilitate, direct group - no more than 48 man-hours/month c. Group care - no more than 32 man-hours/month	90	0.56
7	Provides Advice on Religious, Ethical, and Quality of Life Concerns. a. Acts as consultant - no more than 24.38 man-hours/month b. Provides Operational briefings - no more than 16 man-hours/month c. Provides other briefings - no more than 6 man-hours/month	30	0.19
8	Provides Lay Training, Involvement, and Recognition. a. Lay training - no more than 27.42 man-hours/month b. Teacher training - no more than 15 man-hours/month c. Lay involvement - no more than 28 man-hours/month	50.4	0.31
9	Provides Humanitarian Program.	10	0.06
10	Provides Financial Program Support. a. Appropriated funds (50 man-hours/month) b. Chaplain Funds (106.7 man-hours/month) c. MWR funds (.5 man-hours/month)	157.2	0.92
11	Provides Community Religious Observances. a. Invocations and Benedictions - no more than 23.42 man-hours/month b. Holiday Service - no more than 2 man-hours/month c. Dedication Services - no more than 1 hour/month	25	0.15
12	Maintains Ecclesiastical and Clergy Relations.	4	0.02
TOTAL FRACTIONAL MANPOWER			8.1

VARIANCE APPLICABILITY MATRIX

VAR	ACD	AET	AFE	AFW	CMB	CMC	ITC	MOB	MTC	PAF	SOC	SPC
A3.1		X	X	X	X			X	X	X		X
A3.2		X	X		X			X	X	X	X	X
A3.3	X	X	X					X	X	X		
A3.4		X	X		X			X	X	X	X	
A3.5		X		X	X			X	X			X
A3.6		X	X		X			X		X		
A3.7			X		X					X		
A3.8		X	X	X	X			X	X	X		
A3.9		X							X			X